



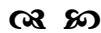
## Advisory Board Meeting

March 20, 2014

### Discussions, Decision Points, and Outcomes

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**In Attendance:** Jennifer Ahearn (USSC), Lorie Brisbin (NIC), Robert Brown (NIC), Cynthia Caporizzo (ONDCP), Norman Carlson (AZ), Jim Cosby (NIC), Liz Craig (NIC Information Center), Meredith DeFraithe (ONDCP), Jim Eaglin (FJC), Stanley Glanz (OK), Katie Green (NIC), Dee Halley (NIC), Christopher Innes (NIC), Mike Jackson (NIC), Thomas Kane (BOP), Mary Lou Leary (OJP), Donna Ledbetter (NIC), Robert Listenbee (OJJDP), Dennis Mondoro (OJJDP), Gary Raney (Vice-Chair, ID), Charles Samuels (BOP), Anne Seymour (DC), Susan Shaffer (DC), Jeffrey Washington (ACA), BeLinda Watson (NIC), Reginald Wilkinson (OH), Diane Williams (Chair, IL), Shaina Vanek (NIC), Scott Weygandt (NIC), Elizabeth Zoby (NIC Information Center).



NIC's Designated Federal Official, Shaina Vanek, called the meeting to order at 8:00 AM.

#### Meeting Opening & Instructions

- Shaina Vanek (NIC) reviewed the rules and regulations as required under the Federal Advisory Committee Act (FACA) of 1972. The FACA is the legal foundation defining how federal advisory committees operate, with special emphasis on open meetings, chartering, public involvement, and reporting.

#### Opening Comments

- Diane Williams (IL) welcomed everyone and spoke about her appreciation of the support for the meeting and the board's continued working relationship with NIC. She commented on the importance of NIC to be proactive in outreach activities – both to the field and to its federal partners. The Advisory Board meetings provide one such opportunity.

#### Bureau of Prisons Update

- Charles Samuels (BOP) spoke about the challenges within the Federal government over the past six months, including the government shutdown in October of 2013. He stated that there was a need to pull back on some of the training and technical assistance that NIC provides during that timeframe.

- Charles Samuels (BOP) discussed the implications of the uncertain fiscal times over FY 13 and the beginning of FY 14. Although the Bureau had a budget for FY 14, sequestration was still an issue and will be in the years ahead. He noted the need for both the Bureau and NIC to look at efficiencies and cost savings as a means of addressing the 'new normal' in federal government. For example, the Office of the Inspector General (OIG) now requires justification of the programs that they sponsor from every agency. "We want to keep our good name and reputation by being fiscally responsible."
- Charles Samuels (BOP) also spoke about his excitement about new initiatives in the Bureau – the establishment of a new Reentry Services division and the launch of the redesigned BOP website ([www.bop.gov](http://www.bop.gov)). He encouraged everyone to take a look at the website, noting that it has a very user-friendly interface and makes finding information quite easy.
- Diane Williams (IL) inquired about the search for the NIC Director, asking whether it would be appropriate to reach out to the top three candidates to let them know that they were still in the running. Charles Samuels stated that all communications regarding the director's search and candidate communication would come out of the Attorney General's office.
- Charles Samuels (BOP) concluded his session with a statement of support for NIC and the work that the agency does for the field of corrections. He reiterated the Bureau's commitment to NIC's continued funding, which it took over during Kathy Hawk Sawyer's tenure as the Director of the Bureau of Prisons. Tom Kane (BOP) noted that there had been a lot of pressure in the 1990's to fold NIC into other DOJ components, but Director Hawk Sawyer had been a strong advocate for NIC to fall under the Bureau's umbrella – a position that is still strongly supported today.

### **Advisory Board Business**

- Shaina Vanek (NIC) asked the Advisory Board to review the minutes from the last meeting (September 6, 2014). The Board approved the minutes with one change (changing OH to IL for Diane Williams' notations) through unanimous vote.

### **NIC Acting Director's Report**

- Bob Brown (NIC) provided an overview of NIC's current state of affairs, highlighting the challenges and successes over the past year and looking towards the future. He discussed the impact of sequestration and the shutdown in October 2013, and the resulting staff frustration over the restricted ability to provide service to the field of corrections.
- One of the more positive outcomes of restricted services was that NIC was able to engage in more work on its own internal processes and controls, working towards greater organizational health. He noted that the NIC Executive Staff had begun working with an internal consultant (Jason Stiles, BOP Program Review) to identify key initiatives designed to improve operational efficiencies and staff morale. The Executive Staff also reached out to staff to gather their input and feedback on the format of weekly staff meetings, and made modifications to both the structure of the meetings and the frequency as a result.

- Other areas of focus since the last Advisory Board meeting included: (1) improving the quality of communication among the chiefs and with all staff, (2) looking at NIC's budgeting process and determining if there are more effective ways for developing fiscal year budgets for the Institute, (3) increasing NIC staffing now that we have approval to hire, (4) developing the protocols and infrastructure to support staff telework, and (5) developing operational instructions (guidelines) for how work is to be accomplished within the Institute.
- The Advisory Board shifted the discussion to NIC's staffing, asking Bob Brown what the current complement was (33 out of 54 positions filled). Bob Brown indicated that six positions were already underway in terms of being advertised and/or filled, as well as efforts around hiring more Intergovernmental Personnel Act (IPA) staff members.
- Gary Raney (ID) asked about the plan for the Jails Division Chief. Bob Brown responded that he had been working on it, but it needed two significant pieces to be completed prior to advertising (updated Position Description and development of a Crediting Plan).
  - Gary Raney (ID) and Stanley Glanz (OK) offered to review the PD and provide feedback and suggestions for augmenting/editing – particularly around integrating community-based collaborations and reentry services.\*\*
- Bob Brown spoke to the imminent staffing changes expected over the next few months:
  - Chris Innes retiring in May 2014; his current staff will be transferred to other NIC divisions – Dee Halley to Jails, Tracey Vessels to Academy, Chris Johnson to Financial, and Donna Ledbetter to Administration.
  - Danny Downes (CPS, Jails Division) is being recalled to his home agency in Texas later this spring.
  - This in addition to the retirements in December 2013 of Ginny Hutchinson (Chief) and Fran Zandi (CPS) from the Jails Division; and Richard Geaither (CPS) from the Academy Division.
  - Jim Cosby is scheduled to manage both the Community Services Division and the Academy Division, and BeLinda Watson is scheduled to manage both the Prisons and the Jails Divisions. They will continue serving in these roles until new chiefs for the Academy and Jails divisions are selected and hired.
- Bob Brown also discussed some of the new technologies that the Institute is using, particularly for broadcasts and webinars (e.g., streaming directly to handheld devices).
- The Advisory Board brought up the topic of potential partnerships – both with the MacArthur Foundation and with OJJDP – and asked whether NIC would be interested in pursuing such partnerships. Bob Brown indicated that NIC would be interested in exploring those partnerships, determining whether they would be a good fit for NIC. With respect to OJJDP, NIC has already been working with Bob Listenbee (OJJDP) to strengthen those relationships and engage in information sharing when requests for juvenile-based technical assistance are received by NIC.

## **Collaboration with the Office of National Drug Control Policy**

- At the invitation of NIC Board Chairperson Diane Williams (IL), Cynthia Caporizzo (ONDCP) spoke to those in attendance about ONDCP's interest in a deeper collaboration with NIC. She discussed how her office is spearheading a prescription drug abuse project focusing on education, monitoring, enforcement, et cetera. She anticipates launching prescriber educational tools developed in 2013 on their website soon.
- ONDCP is also working on overdose prevention in collaboration with NIDA and SAMHSA, focusing on heroin as it has become a significant problem in many states – some would say an epidemic. ONDCP is focusing on helping agencies to develop programs that pair education with treatment, as well as the use of Naloxone, a drug used to counter the effects of opioid overdose. These efforts focus on the science of addiction and knowing how both the brain and the body develop chemical addictions. ONDCP has also partnered with the National Association of Drug Court Professionals.
- Information sharing discussion outcomes:
  - Reggie Wilkinson (OH) suggested using the NIC networks to share the information as it became available.\*\*
  - Tom Kane (BOP) said that the Bureau and the National Institute of Health already partner on medication treatment transitioning with Dr. Newton Kendig. He stated that he would like to share the information from ONDCP with him and requested contact information. Shaina Vanek to provide requested information to Mr. Kane.\*\*
  - April 29<sup>th</sup> meeting of the Chiefs of Police (NIC has one staff member attending). BeLinda Watson to lead efforts and ensure information transfer.\*\*
  - Mental Health Officers and Legal Counsel networks sponsored by the Prisons Divisions. Anita Pollard to lead efforts.\*\*

## **Collaboration with BJA: Local Systems Reform**

- Denise O'Donnell (OJP) discussed the need for federal agencies to commit to looking at different models for reentry and justice reinvestment. She highlighted the work that has been done by both OJP and NIC, speaking about both the justice reinvestment initiative and the Evidence-Based Decision Model framework. She noted that both the MacArthur Foundation and the Council of State Governments is interested in the work that both agencies have been doing, stating, "...it behooves us to work together." She recommended that we develop a NIC-BJA-Others Workgroup to coordinate our efforts and decide what works and what we want to continue to support (reduce duplication and ensure we're funding the right activities).
- She spoke about tracking the investments that are made and decide collaboratively where to reinvest the benefits. She noted that JRI has done less than EBDM on tracking, and we'd have a richer set of data if both agencies were tracking similar data elements.

- Gary Raney (ID) noted that his agency just went through a JRI effort. Anne Seymour (DC) noted that, when there is more involvement of jails and sheriffs, there is a need for increased communications from community-based investments (e.g., victims groups).
- Next Steps:
  - Move forward and involve the Advisory Board.
  - Convene a group to discuss (involve Urban Institute) and take a look at what has been working. BJA / NIC pool some modest resources to coordinate/facilitate a meeting. \*\*
  - Anne Seymour (DC) suggested bringing in sheriffs who are part of the JRI effort.
  - Important to determine the point in time where you remove TTA resources and you know that things will not fall apart. Important questions for both agencies is: How long can we stay invested and to what degree?
- Shifting gears to PREA, Denise O'Donnell (OJP) also spoke to the need for further integration in the field, asking "How do we maximize training opportunities for the field?" Discussions focused on the importance of leadership and sharing the outcomes of audits once they became available.
- The Board mentioned the need to find PREA champions from the Sheriffs' ranks. Mary Lou Leary (OJP) said that she needs help in identifying sheriffs who would/could be supportive (Donny Youngblood, Kern County Sheriff was recommended – from Bakersfield, California).

#### **NIC Prisons Division Update**

- BeLinda Watson (Chief, Prisons Division) provided an update on the activities of the division, focusing on current initiatives and the importance of partnerships in contributing to the division's work (see attached PowerPoint). BeLinda also noted that Terri McDonald (LA County Jail) would be joining the ranks of ASCA (Association of State Correctional Administrators) after being voted in by the membership. Reggie Wilkinson (OH) asked if she would be included in New Directors' Training (yes).
- BeLinda Watson also discussed the following: (1) religious services is migrating towards more inclusive language, (2) the online GED is working to a degree, with states working to address increased cost issues, (3) classification guidebooks are to be updated over the next year, (4) there has been a significant decline in female CEO's (only 3 females currently in director's positions), (5) public information officers have varying opinions on the use of social media in agency communications plans, and (6) there is interest in doing an internet broadcast with experienced wardens.
- The Advisory Board spent significant time asking about impact and discussing the need to evaluate the impact of the work that is done – both in the prisons division and institute-wide. Questions such as (1) does NIC track things over time, (2) how does NIC know what it's doing works, etc were asked. Mary Lou Leary (OJP) stated that OJP has similar challenges in analyzing the impact of the technical assistance activities. There was consensus around a need for metrics and measuring impact.

- Board suggested NIC find a way (or ways) to effectively track information and determine outputs. \*\*
- Jeff Washington (ACA) spoke about the medical directors network, scheduled for September/October 2014.
  - He indicated that he would share outcome information with the Board and NIC when it became available. \*\*

### **NIC Jails Division Update**

- Mike Jackson (Acting Chief, Jails Division) provided an update on the activities of the division, reiterating the challenges of operating with limited staffing (1 FTE, 2 IPA's and a number of vacancies, including the chief position). The division is looking forward to augmenting it's ranks with new hires planned over the next six months.
- He noted how many of the programs can be done in the field at a very low cost (the cost of sending one or two technical resource providers – TRPs – to the requesting agency).
- He also commented on the new cooperative agreements that would be awarded later in FY 14: (1) Inmate Behavior Management, (2) the last publication on Inmate Need Assessment, (3) staffing analyses for jails, (4) a Direct Supervision video, and (5) continued funding for the National Sheriff's Institute.
- Gary Raney (ID) stated that the NSI needs to have a greater balance between the academic and operational focuses – both to keep attendees engaged and to encourage greater thought about the “tough” issues.
- Reggie Wilkinson (OH) stated that the Prison Rape Elimination Act (PREA) is currently a big void at the NSI. Denise O'Donnell agreed, indicating “...there isn't an area where leadership is more important.”

### **Academy Division Update**

- Acting Chief Scott Weygandt (NIC) provided an overview of the Academy Division's efforts over the past year, focusing on the types of training that are provided and the platforms utilized (see attached PowerPoint presentation for additional information).
- He stressed the importance of determining what format is best for adult learners based on the type of information/skills to be taught (e.g., in general, lectures should be online, skill development should be face-to-face). He noted that the blended approach to presentation increased learning and retention of information.
- He also discussed the benefits of the Learning Management System (LMS) in tracking information, course completions, certificate generation, etc.
- Reggie Wilkinson (OH) asked about the instructional design components and their development. Scott Weygandt (NIC) indicated that NIC was looking at developing an instructional designer position, which was supported by the Board.

## Research and Information Services Division

- Chief Chris Innes (NIC) discussed the role of the Information Center and the unique role it plays in developing and sharing information with the field. He assured everyone that the reorganization of his division upon his departure would not disrupt or interrupt services.
- He discussed NIC's communication efforts to increase visibility of the Institute, noting that this is accomplished primarily through our publications and online newsletter/news feeds. He also indicated that NIC had been approved by DOJ for Facebook and Twitter accounts [this was later withdrawn due to not having proper approvals at both DOJ and BOP].
- He spoke about NIC's internal end-user support, and the agency's efforts to secure laptop computers to support NIC's telework program.
- He then yielded the floor to Dee Halley, Correctional Program Specialist at NIC who manages the Institute's efforts around PREA. She shared the current state of affairs in the PREA landscape, including: (1) AG Workgroup is still providing interpretive guidance to the field, (2) PREA auditors are being trained by the National PREA Resource Center, (3) DOJ is looking at collateral consequences such as agencies being forbidden to hire or retain contractors or staff with past convictions, (4) and NIC's efforts related to PREA under the law. Regarding the latter, NIC has continued to focus on e-courses (medical/mental health, investigations, PREA coordinator, tribal issues trainings, etc). NIC also provides telephone TA and referrals to the PRC. NIC is an active partner with both the PRC and other federal agencies involved with PREA.

## Community Services Division Initiatives

- Chief Jim Cosby (NIC) presented an overview of some of the Community Services Division's efforts over the past year, including an update on the Evidence-Based Decision Making project and discussion around the completion of the Dosage-Based Probation white paper. He also discussed the Veteran's Assessment tool under development, the Best Practices guide on LGBTI nearing completion, and the development of a Victim Reentry Handbook for Probation Officers (see attached PowerPoint presentation for additional information).
- Comments and suggestions from the Advisory Board included:
  - Ensuring that TJC focus not just on sustainability but also on scale; \*\*
  - Need to map where NIC is delivering services and compare with where BJA is going (decrease duplication, increase coordination); \*\*
  - Look at updating the NIC website and connecting it with a dashboard of some sort; \*\*
  - Need to be sure we are capturing performance data. \*\*

## Agency Updates

- Jim Eaglin (FJC) noted that the Judicial Center had conducted a lot of judges' trainings recently. The Director will be announcing new programs in the new future, particularly

focusing on probation and pre-trial justice issues. They are also conducting a study of reentry programs in five federal jurisdictions (NY, CA, FL, IA, and WI).

- Jeff Washington (ACA) reported that the association is doing well, commenting on the positive working relationship that ACA has with NIC. He mentioned the work with the medical and mental health directors, as well as partnering with the PREA Resource Center and working on ACA's role both now and in the future.

With no further business to discuss, Gary Raney (ID) made a motion to adjourn the meeting. Anne Seymour (DC) seconded the motion. The meeting adjourned at 4:37 PM.

**\*\* = Decision Points or Action Items**